# THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP AND WORK MOTIVATION ON EMPLOYEE WORK DISCIPLINE

(Survey at PT. Bawang Kuningan Kencana Sukamulya-Garawangi)

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## Abstract

Based on preliminary observations, indications of problems in this study are that employee work discipline is still low. The purpose of this study was to determine the effect of leadership and work motivation on employee discipline at PT Bawang Kuningan Kencana. The method used in this research is quantitative descriptive verification method. The sampling technique with total sampling so that the sample is all the population is sampled as many as 75 employees of PT Bawang Kuningan Kencana. The data processing technique used is multiple linear regression test. The results of hypothesis testing show that there is a significant influence between transformational leadership on employee work discipline. There is a significant influence between work motivation on employee work discipline. Transformational leadership and work motivation together have a positive effect on employee work discipline.

Keywords: Transformational Leadership, Work Motivation, Employee Work Discipline

in humans that can be developed also by a

## INTRODUCTION

In an organization or company, leadership shows one of the important factors. Leadership is an effort to influence many people through communication to achieve goals, how to influence people with instructions or orders, actions that cause others to act or respond and cause positive changes, an important dynamic force that motivates and coordinates the organization in achieving goals, the ability to create confidence and support among subordinates so that organizational goals can be achieved.

Motivation from a leader to employees to work well is usually a difficult thing. But motivation is a source of strength that exists number of external forces that have to do with material and non-material which can later influence employees to be disciplined to work. When a leader motivates employees so that they have good work motivation, it means that the leader is trying to create certain needs for his employees, so that their behavior is also aimed at the goals that have been desired by the leadership and the organization. If the leader already knows what factors affect a person's work motivation then the leader also needs to determine what can be done as a supervisor to motivate his employees.

Based on the results of observations

made at PT Bawang Kuningan Kencana, the following data is presented regarding employee attendance, after the researchers made observations.

Table 1. Employee Attendance Data of PT Bawang Kuningan Kencana

| No. | Year | Number of Employees/year | Number of Working Days/year | Standard Number of Working Days/year | Number of Lost Workdays/Year | Average Absence/Year (%) |
|-----|------|--------------------------|------------------------------|---------------------------------------|-------------------------------|---------------------------|
| 1 | 2018 | 80 | 363 | 29.040 | 640 | 2,20 |
| 2 | 2019 | 75 | 364 | 27.300 | 680 | 2,49 |
| 3 | 2020 | 75 | 363 | 27.225 | 800 | 2,94 |
| Average | | | | | | 2,54 |

Source. PT Bawang Kencana Kuningan Year 2018-2020

Based on these problems, the authors conducted research to find out how much "The Effect of Transformational Leadership and Work Motivation on Employee Work Discipline".

**Problem Formulation**

Based on the background of the problem above, the author proposes the following problem formulation:

1) How does transformational leadership affect employee discipline at PT Bawang Kuningan Kencana?
2) How does work motivation affect employee discipline at PT Bawang Kuningan Kencana?
3) How does transformational leadership and work motivation affect employee discipline at PT Bawang Kuningan Kencana?

**Research objectives**

Based on the three main problems above, the objectives of this study are as follows:

1) To find out how transformational leadership affects employee discipline at PT Bawang Kuningan Kencana.
2) To find out how work motivation affects employee discipline at PT Bawang Kuningan Kencana.
3) To find out how transformational leadership and work motivation affect employee discipline at PT Bawang Kuningan Kencana.

**LITERATURE REVIEW AND HYPOTHESIS**
**Employee Work Discipline**

1. Definition of Discipline

Discipline is very important for organizational growth, used primarily to motivate employees to discipline themselves in carrying out work both individually and in groups. In addition, discipline is useful for complying with and liking existing rules, procedures and policies, so as to produce good performance. Good discipline reflects the amount of responsibility a person has for the tasks assigned to him. This encourages work passion, work enthusiasm and the realization of organizational, employee and community goals. To improve good discipline is difficult because there are many factors that influence it.

Keith Davis in Mangkunegara (2000: 192) says that work discipline can be interpreted as the implementation of management to reinforce organizational guidelines. Awareness is the

attitude of someone who voluntarily obeys all the rules and is aware of his duties and responsibilities. So, he will obey and do all his duties properly without coercion. Discipline is a management activity to carry out organizational standards. Etymologically, the word discipline comes from the word "diciplina" which means training or education in politeness and spirituality and the development of character. Davis Hasibuan (2008: 193) discipline is a person's awareness and willingness to obey all applicable social rules and norms. From the above opinion, it can be concluded that work discipline is an orderly situation where a person or group who is part of the organization is willing to obey and carry out existing rules, both written and unwritten. According to Budi Setiyawan and Waridin (2006: 27), there are 5 factors in assessing work discipline, towards providing services to the community, namely:

1) The quality of work discipline, including arriving and leaving on time, utilization of time for task execution and the ability to develop self-potential based on positive motivation.
2) Worker quality includes volume of output and contribution.
3) Necessary compensation includes: advice, direction or improvement
4) Location of work or residence.
5) Conservation involves respecting the rules with the courage to always prevent actions that go against the rules.

## Leadership

Leadership is one of the dimensions of competence that is very decisive for the performance or success of the organization. The main essence of leadership is a way to influence others to be effective, of course everyone can be different in doing. Leadership is an art, because everyone's approach to leading people can be different depending on the characteristics of the leader, the characteristics of the task and the characteristics of the people he leads.

Leadership is the way a leader influences the behavior of subordinates, so that they want to cooperate and work productively to achieve organizational goals."

According to Mu'ah, et al (2019: 3-4) Effective leadership is a varied process, because it is influenced by the personality of the leader in realizing human relationships with the people he leads. Leadership is something that will be experienced by every human being in life. Whether he will be a leader in a small group / organization or a large group. Every organization requires cooperation between people and realizes that the main human problem is leadership.

## Types of Leadership

Human resources have a very important position and role when an organization transforms. Employees are one of the productivity tools to carry out organizational goals, because without employees, an organization cannot achieve its goals properly. Given the importance of employees supported by the role of the leader, where the leader must be able to see, observe and understand the situation in the organization. Here are some types of leadership:

1) Authoritarian, Authoritarian *leadership* style places a leader as a person who has full power over everything that happens in the group. Generally, they will dominate and force their personal opinions to be accepted by all team members.

2) In contrast to authoritarian leadership, democratic leadership style gives each member of the team the opportunity to express their own opinions. This type of leadership is generally preferred because employees feel more heard.

3) Delegative, If in authoritarian leadership the *leader* holds full power over every decision made, delegative leaders will instead leave this to team members. Although it seems resigned and leaves all responsibility to employees, this can actually increase motivation and confidence in each team member.

4) Transformational, Leaders who adapt this *leadership* style are very eager to make changes in their group. Therefore, they generally have an energetic, intelligent, and consistent nature in encouraging each member of their team.

5) Transactional, *Leaders* with a transactional leadership style, will usually apply a *reward* system to each member for certain achievements. It also applies vice versa, each team member must also be prepared to accept consequences or *punishment* if they fail to meet the target.

6) According to Hariani, (2020) transformational leadership is the ability to bring about profound changes to individuals and organizations by *reinventing* the character of individuals and organizations or improving organizations and trying to realize organizational goals that have been considered impossible to implement. According to Ragil, Z and Solovida G.T (2020) transformational leadership is a leader who can stimulate and inspire followers to achieve more results.

**Work Motivation**

**Definition of Work Motivation**

Motivation is a driving force that arises from within a person's soul which is abstract (*intangible*) but its influence can be felt. Motivation is the willingness to do something, while motives are needs, desires, drives or impulses. In general, human behavior is carried out consciously, meaning that it is always driven by the desire to achieve certain goals. A person's motivation depends on the strength of the motive. It is the motive with great strength that will determine a person's behavior.

The word "motive" is defined as the power and effort that drives someone to do something, motive can be said to be a driving force from within and within the subject to carry out certain activities to achieve a goal. Even motive can be interpreted as an internal condition. Starting from the word motive, motivation can be interpreted as a driving force that has become active. Motives can become active again at certain moments, especially when the need to achieve goals is felt / urgent.

Motivation is a change in energy within a person characterized by the emergence of "*Feeling*" and is followed by a response to a goal. Motivation is the desire contained in an individual that stimulates him to take action or something that is the basis or reason for someone to behave.

**Relationship between Variables**
1) **The Effect of Transformational Leadership on Employee Work Discipline**
According to the theory of transformational leadership put forward by Robbins (2017: 262) the relationship between transformational leadership and

employee discipline can be seen from the function of leadership to motivate employees in carrying out their duties. Transformational leadership is believed to have an influence on an organization, a transformational leader is believed to be a leader who can motivate his employees to provide idealistic influence, motivation, intellectual stimulation, and individual attention so that it can have an influence on employee discipline in an organization. A person's leadership can affect the ability to influence individuals or groups, so that the behavior of subordinates can be in accordance with the goals of an organization, therefore there must be a combination of motivation to meet the needs and demands of an organization. With a transformational leadership style, it is believed that it will affect employee performance in carrying out their duties.

2) **The Effect of Work Motivation on Employee Work Discipline**

Motivation is a human resource force that drives and controls human behavior. Motivation as an effort that can provide encouragement to someone to take the desired action. A person's behavior tends to be goal-oriented and driven by the desire to achieve certain goals. Robins in Sutrisno (2019: 111) states "motivation as a willingness to try as optimally as possible in achieving organizational goals which is influenced by the ability to satisfy several needs". Motivation is a driving force that is able to create work enthusiasm by arousing, directing, and behaving work and spending the level of effort to make the greatest contribution to the success of the organization in achieving its goals. In the world of work, motivation is one of the important factors in encouraging an employee to work. There are elements that make a motivation successful, namely effort, organizational goals and needs. Effort is a measure of intensity. If an employee is motivated, he will do his best to achieve organizational goals. Need is a condition that encourages to and must fulfill needs.

Work motivation is closely related to a person's work discipline. Basically, a person's work motivation is different. There are employees who have high work motivation and some have low work motivation. If the work motivation is high, it will affect high discipline and vice versa if the motivation is low, it will cause the discipline of an employee to be low. If the employee has high motivation, the employee will work and discipline diligently and with high dedication so that the results are in accordance with the goals to be achieved. Every employee will want appreciation for the results of their work. The award is in the form of fair compensation or reward. Therefore, it is necessary to conduct an objective job appraisal so that it will improve employee discipline. an employee's discipline will be easy to achieve if it is supported by high motivation. Motivation to do a good job will arise if the work done has value or meaning for the employee.

3) **The Effect of Transformational Leadership and Work Motivation on Employee Work Discipline**

The importance of leadership is one of the important factors because it is the leader who will move and direct employees in achieving goals and at the same time is a task that is not easy, besides leadership motivation also plays an important role in improving work discipline in an organization or company, Transformational Leadership and Motivation are also one of the factors that affect Work Discipline, work discipline is needed because what is the company's goal will be difficult to achieve if there is no discipline at work. According to Hariani, (2020) transformational leadership is the ability to bring about profound changes to individuals and organizations by reinventing the character of individuals and organizations or improving organizations and trying to realize organizational goals that have been considered impossible to implement.

Motivation is an action or driver that produces work enthusiasm in a person to be able to work together in bringing up a work idea to achieve the desired target (Hasibuan, 2017). Motivation is important because motivation supports human behavior so that they want to work hard and enthusiastically in achieving optimal things, motivation as an encouragement, is an important factor in carrying out work optimally. Without motivation, an employee feels reluctant to do a job well. Employee performance will be achieved if there is a willingness from oneself and can be encouraged by other parties.

Both independent variables affect the dependent variable. The influence given by the two variables is postitive, meaning that the higher the transformational leadership and employee work motivation, the higher the employee discipline at work.

## Research Hypothesis

Based on the understanding of the hypothesis above, the hypothesis proposed is as follows:

1) Transformational leadership has a positive effect on employee work discipline.
2) Work motivation has a positive effect on employee work discipline.
3) Transfortational leadership and work motivation simultaneously affect employee work discipline.

## METHODOLOGY
### Population, Sample and Data
This research was conducted at PT Bawang Kuningan Kencana. The research method used in this research is a survey method using a quantitative approach.

The population is the entire workforce / employees of PT Bawang Kuningan Kencana with a saturated sampling method, namely all employees with a total of 75 people. The data collection method is by interview, observation and questionnaire with a Likert scale. Technical data analysis using instrument tests, descriptive analysis and regression analysis.

### Variable Operationalization
Research variables are basically anything in the form of anything that is determined by research to be studied so that information about it is obtained, then conclusions are drawn.

Independent Variable

Independent variables are often called predictor variables, stimulus, input, antcedent or influencing variables. Independent variables are variables that cause the emergence or change of the dependent variable (independent variable). In this study, the independent variables are transformational leadership and work motivation (X).

Dependent Variable

Dependent variables or dependent variables are often also called Criteria variables, output respondents (results). The dependent variable is the variable that is affected or that becomes the result, because of the independent variable (free). In this study, the dependent variable is Employee Work Discipline (Y).

Table 2. Variable Operationalization

| Variables | Variable Concept | Variable Indicator | Questionnaire Item |
|---|---|---|---|
| Leadership $(X)_1$ | Leadership is a way of inviting employees to act right, achieving commitment and motivating them to achieve common goals (Sudarmanto, 2009: 133). | 1. *Idealized* influence | 1. Leaders implement the vision and mission according to the rules in order to motivate employees to work better.<br>2. Leaders make employees proud to be their coworkers.<br>3. Leaders make employees have full confidence when discussing every problem |
| | | 2. *Intellectual simulation* | 1. Leaders facilitate new problem-solving ideas to employees. |
| | | | 2. Leaders think logically when facing problems both small and big.<br>3. Leaders can solve problems from various points of view. |
| | | 3. *Individual consideration* | 1. Leaders give personal attention when employees need it<br>2. Leaders treat employees as individuals who have different needs and abilities.<br>3. Leaders always provide opportunities and suggestions to employees if there are obstacles in the work. |
| | | 4. *Inspirational* motivation (Wibowo, 2010) | 1. Leaders communicate goals and high expectations to serve as a motivational benchmark.<br>2. Leaders provide a compelling picture of what employees should do.<br>3. Leaders state goals in simple words what employees can and should do. |

| | | | |
|---|---|---|---|
| Motivation (X )$_2$ | Motivation is a desire in an individual that stimulates him to take action or something that is the basis or reason for someone to behave. (Husaini Usman) | 1. Drive to achieve goals | 1. I feel a sense of satisfaction when I am able to complete my work. <br> 2. I always try to do my best to achieve my targets. |
| | | 2. Work ethic | 1. I'm always excited to start work. <br> 2. I enjoy the work that I do. |
| | | 3. Initiative and creative (Syahyuti, 2010) | 1. I am able to use my potential and work independently. <br> 2. In carrying out every job I always work hard and creatively because this encourages me to give my best for the company. |
| | | 4. Salary | 1. The salary I get is able to fulfill my needs so that I am enthusiastic about working. <br> 2. The salary earned makes me enthusiastic at work |
| | | 5. Working conditions <br><br> (Herzeberg, 2015:51) | 1. The conducive work environment makes me excited to work. <br> 2. The workspace is organized and tidy, so I am enthusiastic about working. |
| Work Discipline (Y) | Work discipline can be defined as the implementation of management to enforce organizational guidelines. | 1. Employee attendance every day. | 1. I try to come to work on time. <br> 2. I always try my best to achieve my target. |
| | | 3. Accuracy of working hours | 1. I show up on time in accordance with the rules set by the company. |
| | | | 2. I go home on time in accordance with the rules set by the company. |
| | | 4. Wearing work clothes and identification | 1. I always wear the clothes that have been set by the company. <br> 2. I always use the identification provided by the company. |
| | | 5. Employee compliance with regulations (Dharma, 2003) | 1. I willingly fulfill the rules that apply in the company. <br> 2. I obey the work procedures that have been implemented by the company. |

**RESULTS AND DISCUSSION**
Instrument Test Validity Test
The validity test in this study used the help of the SPSS application, this validity test aims to test the extent of the accuracy or correctness of the instrument used in this study as a measuring tool for research variables. The validity test results can be seen in the following table:

a. Employee Work Discipline Validity Test

Table 3. Employee Work Discipline Validity Results

| No Item | r-stat | r-table | Conclusion |
|---|---|---|---|
| 1 | 0,316 | 0,227 | Valid |
| 2 | 0,720 | 0,227 | Valid |
| 3 | 0,683 | 0,227 | Valid |
| 4 | 0,532 | 0,227 | Valid |
| 5 | 0,613 | 0,227 | Valid |
| 6 | 0,723 | 0,227 | Valid |
| 7 | 0,605 | 0,227 | Valid |
| 8 | 0,389 | 0,227 | Valid |
| 9 | 0,304 | 0,227 | Valid |
| 10 | 0,290 | 0,227 | Valid |

b. Transformational Leadership Validity Test

Table 4. Transformational Leadership validity test results

| No Item | r-stat | r-table | Conclusion |
|---|---|---|---|
| 1 | 0,260 | 0,227 | Valid |
| 2 | 0,337 | 0,227 | Valid |
| 3 | 0,419 | 0,227 | Valid |
| 4 | 0,740 | 0,227 | Valid |
| 5 | 0,606 | 0,227 | Valid |
| 6 | 0,424 | 0,227 | Valid |
| 7 | 0,386 | 0,227 | Valid |
| 8 | 0,655 | 0,227 | Valid |
| 9 | 0,545 | 0,227 | Valid |
| 10 | 0,376 | 0,227 | Valid |
| 11 | 0,612 | 0,227 | Valid |
| 12 | 0,666 | 0,227 | Valid |

c. Work Motivation Validity Test

Table 5. Work Motivation Validity Results

| No. Item | r-stat | r-table | Conclusion |
|---|---|---|---|
| 1 | 0,317 | 0,227 | Valid |
| 2 | 0,588 | 0,227 | Valid |
| 3 | 0,331 | 0,227 | Valid |
| 4 | 0,454 | 0,227 | Valid |
| 5 | 0,291 | 0,227 | Valid |
| 6 | 0,634 | 0,227 | Valid |
| 7 | 0,680 | 0,227 | Valid |
| 8 | 0,655 | 0,227 | Valid |
| 9 | 0,566 | 0,227 | Valid |
| 10 | 0,678 | 0,227 | Valid |

The table 3 is the result of the validity test of the employee work discipline variable (Y) and obtained r count> t table (0.227) so it can be concluded that the 10 question items in the questionnaire are said to be valid. Because it can be seen from the above data that has been processed has a value of r count greater than t table.

The table 4 is the result of the validity test of the Transformational leadership variable (X1), and obtained r count> t table (0.227) so it can be concluded that the 12 question items in the questionnaire are said to be valid. Because it can be seen from the above data that has been processed has a value of r count greater than t table.

The table 5 is the result of the validity test of the Work Motivation variable (X2), and obtained r count> t table (0.227) so it can be concluded that the 10 question items in the questionnaire are said to be valid. Because it can be seen from the above data that has been processed has a value of r count greater than t table.

**Reliability Test**

A questionnaire is said to be reliable or reliable, if a person's answer to a question is consistent or stable over time. A construct or variable or variable is said to be reliable if it provides a *Cronbach's alpha* value> 0.60.

Table 6. Reliability Test

Reliability Statistics

| Cronbach's Alpha | N of Items |
|---|---|
| .846 | 32 |

Based on the *Reability Statistic* table above, the *Cronbach's Alpha* value is 0.846. According to Wiratna Sujerweni (2014), a questionnaire or questionnaire is said to be reliable if the *Cronhbach's Alpha* value is> 0.60. So it can be concluded that the questionnaire used in this study is reliable.

**Descriptive Analysis**
**Work Discipline Overview**

From the results of data processing and analysis, it can be obtained that work discipline (Y) reaches 68% and this is included in the high category, with an interval range of 68% - 100%. From this percentage, it shows that work discipline has reached a high criterion.

**Overview of Transformational Leadership Variables (X )$_1$**

From the results of data processing and analysis, it can be obtained that the transformational leadership (X1) is 64% and this is included in the moderate category, with an interval range of 34% - 67%. From this percentage, it shows that

transformational leadership has reached a moderate criterion.

**Overview of Work Motivation Variables (X )$_2$**

From the results of data processing and analysis, it can be seen that work motivation (X2) reaches 76% and this is included in the high category, with an interval range of 68% - 100%. From this percentage, it shows that work motivation has reached a high criterion.

**Multiple Linear Regression**

Multiple linear analysis is used to determine the influence of leadership variables and work motivation on employee work discipline.

Table 7. Multiple Linear Analysis

**Coefficients$^a$**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | .969 | 3.341 | | .290 | .773 |
| | Transformational Leadership | .535 | .068 | .614 | 7.879 | .000 |
| | Work Motivation | .328 | .078 | .327 | 4.190 | .000 |
| a. Dependent Variable: Work Discipline | | | | | | |

The results of multiple linear regression tests obtained the regression results of transformational leadership and work motivation on employee work discipline as follows:

Y = a + b X$_{11}$ + b X$_{22}$ + e
Y = 0.969 + 0.535 X$_1$ + 0.328 X$_2$ + e

There are results from calculations using SPSS 26, the value of transformational leadership (X1) on employee work discipline (Y) is 0.535, and the value of work motivation (X2) on employee work discipline (Y) is 0.328, it can be explained that the regression equation obtained is as follows:

a. The transformational leadership

variable has a positive direction, so good transformation leadership will increase employee discipline. The transformational leadership established at PT Bawang Kuningan Kencana has an impact on increasing employee discipline.

b. The work motivation variable has a positive direction, so good work motivation will increase employee discipline. The work motivation established at PT Bawang Kuningan Kencana has an impact on increasing employee discipline.

**Determination Coefficient Test**

This analysis is used to determine how much influence the independent variables (X) have on the dependent variable (Y) together. In this study, namely knowing the effect of transformational leadership and work motivation on employee work discipline. The results of the calculation or analysis results are:

Based on the table above shows the results of the R *square* value of 0.597, this illustrates the small influence of transformational leadership variables and work motivation on employee work discipline together of 0.597% x 100% = 59.7%. It can be concluded that 59.7% of work discipline is influenced by transformational leadership and work motivation, while the rest is influenced by other factors not examined in this study.

### Table 8. Coefficient of Determination

**Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .772[a] | .597 | .585 | 2.67620 |
| a. Predictors: (Constant), Work Motivation, Transformational Leadership | | | | |

**Hypothesis Testing Simultaneous Test (F Test)**

### Table 9. Simultaneous Test (F Test)

**ANOVA[a]**

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 762.921 | 2 | 381.460 | 53.262 | .000[b] |
| | Residuals | 515.666 | 72 | 7.162 | | |
| | Total | 1278.587 | 74 | | | |
| a. Dependent Variable: Employee Work Discipline | | | | | | |
| b. Predictors: (Constant), Work Motivation, Transformational Leadership | | | | | | |

Obtained $F_{count}$ of 53.262 with a *Sig* value of 0.000. This shows that $F_{count}$ is greater than $F_{tabel}$ 3.12 and the *sig* value is smaller than 0.05. Thus $H_0$ is rejected and $H_a$ is accepted. This means that transformational leadership and work motivation together have a significant influence on the work discipline of employees of PT Bawang Kuningan Kencana.

**Partial Test (T Test)**

The t test is partial hypothesis testing in this study using the t test to determine the effect of each model used in the study, namely the effect of transformational leadership and work motivation on employee discipline at PT Bawang Kuningan Kencana. According to Sanusi (2014: 138) The t test is used to determine whether in the regression model the independent variables of transformational leadership and work motivation partially have a significant effect on the dependent variable of employee work discipline.

Table 10. Partial Test (T Test)

**Coefficientsᵃ**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | .969 | 3.341 | | .290 | .773 |
| | Transformational Leadership | .535 | .068 | .614 | 7.879 | .000 |
| | Work Motivation | .328 | .078 | .327 | 4.190 | .000 |
| a. Dependent Variable: Work Discipline | | | | | | |

1) Second Hypothesis Testing (H2)

Based on table 10 shows $_{Thitung}$ 7.879> 1.993 and *sig* value of 0.000 <0.05. This illustrates that there is a significant partial influence between the transformational leadership variable on employee work discipline.

2) Third Hypothesis Testing (H3)

Based on table 10, it shows the $_{Thitung}$ value of 4.190> 1.993 and the *sig.* value of 0.000 <0.05. This illustrates the partial significant influence between work motivation variables on employee work discipline.

**Discussion**

**The Effect of Transformational Leadership Variables on Employee Work Discipline**

Transformational leadership has a positive effect on employee work discipline, this is indicated by the research results that the transformational leadership coefficient value is 0.535, the $_{Thitung}$ value is 7.879> 1.993 and the *sig* value is 0.000 < 0.05. If the leader can nurture and guide employees well, employee discipline will increase. This is supported by Hariani's theory (2020) transformational leadership is the ability to bring about profound changes to individuals and organizations by *reinventing* the character of individuals and organizations or improving organizations and trying to realize organizational goals that have been considered impossible to implement. According to Ragil (2020) transformational leadership is a leader who can stimulate and inspire followers to achieve more results. This is in line with the research of Arlini Fitriana Hidayahati and Ike Kusdyah Rachmawati (2021) which states that transformational leadership has a positive and significant effect on work discipline. In line with Windi Gustia Wardani's research (2017), it is said that Transformational Leadership has a positive and significant effect on employee work discipline.

**The Effect of Work Motivation Variables on Employee Work Discipline**

Work motivation has a positive effect on employee work discipline, this is indicated by the research results that the work motivation coefficient value is 0.328, the $_{Thitung}$ value is 4.190> 1.993 and the *sig* value is 0.000 <0.05.

Performance motivation for employees by providing *punishment* for employees who like to break the rules and *rewards* for employees who excel. Afandi (2018) motivation is a desire that arises from within a person or individual because he is inspired, encouraged, and encouraged to carry out activities with sincerity, pleasure, and earnestly so that the results of the activities he does get good and quality results. However, if in a company there is no motivation in the company, it will lead

to less than optimal performance between employees which results in a less than optimal work order. This is in line with Oktarina Nur Ar Rasyid's research (2022) which states that leadership has a positive and significant effect on employee work discipline. In line with research by Retno Widia Astuti, Happyn Fitria, and Rohana (2022) said that work motivation has a positive and significant effect on employee work discipline.

**The Effect of Transformational Leadership and Work Motivation on Employee Work Discipline**

Based on the results of data analysis calculations of transformational leadership variables and work motivation on employee work discipline using SPSS 26, 59.7% of employee work discipline variables are influenced by transformational leadership and work motivation variables. The result of the $F_{count}$ value is 53.262% with a *sig* value of 0.000. This shows that the $F_{count}$ value is greater than $F_{tabel}$ 3.12 and the *sig* value <0.05. Thus $H_0$ is rejected and $H_a$ is accepted. This means that transformational leadership and work motivation affect employee work discipline together. This is in line with the research of Gede Galantika, Made Ika Prastyadewi, and I Nyoman Resa Adhika (2023) saying that transformsional leadership and work motivation have a positive and significant effect on employee work discipline. In line with Gede Galantika's research, Made Ika Prastyadewi, and I Nyoman Resa Adhika (2023) said that transformational leadership and work motivation have a positive and significant effect on employee work discipline.

**CONCLUSIONS**

Based on the results of research conducted on employees of PT Bawang Kuningan Kencana, as well as based on data processing using IBM SPSS 26 and the discussion previously described, the conclusions of this study are as follows:

1. Transformational leadership has a positive and significant effect on employee work discipline, meaning that the better the level of transformational leadership, the higher the level of employee work discipline at PT Bawang Kuningan Kencana.
2. Work motivation has a positive and significant effect on employee work discipline, meaning that the higher the work motivation, the higher the level of employee work discipline at PT Bawang Kuningan Kencana.
3. From the results of this study by knowing simultaneously there is an influence between transformational leadership and work motivation together on employee work discipline at PT Bawang Kuningan Kencana.

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